

Wavehill Consulting Evaluation Year 1 Report: Recommendations & Responses

	Recommendations	Board Response
	Feedback from Grant Applicants	
1.	<i>Ensure that the feedback provided to unsuccessful applicants is as clear and useful as possible.</i>	<p>We have worked hard to improve feedback to applicants over the last year and will continue to do so. Having a proposal turned down is disappointing and we know that much work will have been invested. We understand how important it is that reasons are clear, and that advice is offered for any future submissions.</p> <p><i>We welcome feedback on this. If you are turned down and feel we were not clear in explaining the reasons why, please let us know.</i></p>
2.	<i>Consider asking for more information and then undertaking a more robust assessment of Vision Fund applications at the 'expression of interest' stage so that projects that are unlikely to be funded can be rejected before a substantial amount of work goes into the development of the full application.</i>	<p>Again, both Board and staff members are working to improve early stage feedback and assessments to ensure that applicants are clear about what's needed.</p>
3.	<i>Consider inviting Vision Grant applicants into a meeting to present their application.</i>	<p>A Vision Fund management review resulted in a new application and assessment structure. There are now three categories:</p> <ol style="list-style-type: none"> 1. <i>£5,001 - £24,999: applications will usually be considered twice a year in line with MF rounds (single stage application)</i> 2. <i>£25,000 - £149,999: most grants are in this range – competitive assessments 3 times a year (2 stage application)</i> 3. <i>£150,000+ – exceptional – may be additional assessment processes which will involve meetings with/presentations to the Board (2 stage application)</i>

CIC Board		
4.	<p><i>The recruitment of future Board members needs to take into account the need for diversity.</i></p>	<p>Key Principles of the CIC's Succession Policy:</p> <ul style="list-style-type: none"> - the recruitment procedure is transparent and open, and is fully compliant with the CIC's Equal Opportunities Policy - appointment decisions are based on candidates' skills and suitability and the current needs of the CIC - at least two thirds of Board members live or work in the Fund's area of benefit - all appointed Directors must have an in-depth understanding of the Fund's area of benefit - all Directors have up to date role descriptions, and new members have a thorough induction to CIC business and practice - appraisals are undertaken annually (of both individual and collective Board performance) - training and professional development opportunities are available to all members
5.	<p><i>Approaches to address gaps in the make-up of the Board need to be considered, potentially beyond simply adding Directors to the Board e.g. setting up advisory boards or a young people's panel to assess applications from youth groups.</i></p>	<p>Before and after a Board recruitment exercise, a Skills Audit will be undertaken to identify current expertise (against an agreed and regularly updated schedule) and any gaps that need to be addressed.</p> <p>Establishment of a youth panel will be explored and taken forward in 2020.</p>
6.	<p><i>The potential to set-up additional sub-groups to the main Board to explore specific issues (reporting back to the main Board) should be explored.</i></p>	<p>A Human Resources Sub-Committee and a Micro Fund Sub Committee have both been established, helping to ensure that full Board meetings are focussed and efficient.</p>
Resource at Staff/Executive Level – ensuring that resources are in place to progress strategic issues:		
7.	<p><i>The need to employ or contract additional members to the Pen y</i></p>	<p>A new staff post is being created in early 2020 to facilitate support for existing businesses (social and commercial) and start-ups.</p>

	<p><i>Cymoedd team should be explored. As part of this, consider:</i></p> <p><i>a) Options for releasing the Executive Director from the ‘applicant support’ activities being undertaken (to allow other activities to be undertaken); and</i></p> <p><i>b) Developing a database of external experts / consultants that can be engaged as required to aid the assessment of applications / provide technical expertise.</i></p>	<p>A database of external experts and consultants is being developed.</p>
Being More Pro-active / Strategic		
8.	<p>Consider options to increase the amount of ‘pro-active’ actions being undertaken to encourage the development of strategically important actions / projects.</p>	<p>This links with available operational resources (see 7 above) and will develop as further local knowledge is captured via, e.g. Community Profiles and the development of regional and thematic strategic plans.</p> <p>It has also been agreed that when significant service gaps are identified, we will ringfence funds and invite thematic, competitive applications outside the normal application programme.</p>
9.	<p>Consider options for improving the consistency decision making at a Board level and allowing Board members to revisit the rationale for previous applications considered (approved and rejected) and decisions made.</p>	<p>A suite of Guidance Notes for applicants is in place (and is regularly updated and added to) to reflect agreed approaches and policy in relation to specific issues.</p> <p>A database will be compiled to record decision rationale and points which can inform guidance for applicants.</p> <p>Reasons for all decisions are carefully detailed, minuted and agreed at each Board meeting.</p>